Tourism Saskatchewan

Plan for 2017-18

saskatchewan.ca

Government of Saskatchewan

Table of Contents

Statement from the Minister 1

Response to Government Direction 2

Operational Plan 3

Highlights 6

Financial Summary 7

Statement from the Minister

The Honourable Jeremy Harrison

Minister Responsible for Tourism Saskatchewan

I am pleased to present Tourism Saskatchewan's Operational Plan for 2017-18.

Government Direction and Budget for 2017-18 is focused on *Meeting the Challenge*, finding the right balance between addressing the deficit and ensuring that Saskatchewan people continue to have the programs, services and infrastructure that they need. Government will deliver sustainable, high quality public services in the most cost-effective way possible.

Tourism Saskatchewan's mandate drives plans and activities to promote travel to Saskatchewan, increase visitor spending, and build a skilled, robust tourism workforce.

A thriving tourism sector is vital to the province's strong economy and makes Saskatchewan a great place to live, work and visit. In 2015, travel expenditures reached $2.15 billion, and approximately 12.2 million visits were made to and within Saskatchewan. Tourism is a major source of employment and provides full- and part-time jobs to nearly 65,000 residents. There are 3,200 Saskatchewan businesses and organizations offering more than 4,000 tourism products and services.

In 2017-18, Tourism Saskatchewan will continue to build on the compelling tourism brand that was developed in 2015. Brand pillars – land and sky; time and space; and community – speak to qualities that distinguish Saskatchewan from other destinations, and provide inspiration for campaigns, promotional material and stories that resonate with travellers.

Equipped with solid research and knowledge of consumer trends, Tourism Saskatchewan will strategically tailor marketing activities to reach key markets that indicate a strong return. Implementation of a comprehensive content strategy will improve customer service and amplify Saskatchewan's online presence.

Saskatchewan hospitality is showcased during festivals and events that attract visitors and deliver a strong economic impact. Several upcoming national and international events supported through Tourism Saskatchewan's Event Hosting Program include the 2017 Canadian Country Music Awards, the 2017 Skate Canada International, the 2018 Tim Hortons Brier and the 2018 MasterCard Memorial Cup.

Advancing the development of successful tourism operators is part of Tourism Saskatchewan's mission. Partnerships and collaboration create a win-win environment and give destinations a competitive edge. Tourism Saskatchewan's work with operators will address training and business development support and assist sector employee recruitment and retention.

Tourism Saskatchewan will report on plan achievements, within the financial parameters provided, in its 2017-18 Annual Report.

Response to Government Direction

The Government of Saskatchewan is committed to *Meeting the Challenge* of the current fiscal situation. In so doing, Government will continue to support and encourage economic growth, and ensure government services are affordable and sustainable in the long term. This will include pursuing transformational change so that Saskatchewan people have the programs, services and infrastructure they need now and in the future.

This focus will continue to advance Government toward the realization of Saskatchewan's Vision and goals.

Saskatchewan's Vision

"... to be the best place in Canada – to live, to work, to start a business, to get an education, to raise a family and to build a life."

- **Sustaining growth and opportunities for Saskatchewan people**
- **Meeting the challenges of growth**
- **Securing a better quality of life for all Saskatchewan people**
- **Delivering responsive and responsible government**

Saskatchewan's Vision and goals provide the framework for ministries, agencies and partners to align their programs and services and meet the needs of Saskatchewan's residents.

All ministries and agencies will report on progress in their 2017-18 annual reports.

Operational Plan

Mandate Statement

Tourism Saskatchewan promotes the province as a tourism destination by providing in-province and out-of-province marketing and visitor services. Tourism Saskatchewan assists industry to market and develop quality tourism products through co-operative marketing, education and training, and event funding programs.

Vision Statement

A vibrant entrepreneurial tourism industry offering year-round compelling and memorable Saskatchewan experiences

Mission Statement

Connect people with quality Saskatchewan experiences and advance the development of successful tourism operations

Government Goals

Sustaining growth and opportunities for Saskatchewan people
Meeting the challenges of growth
Securing a better quality of life for all Saskatchewan people
Delivering responsive and responsible government

Strategic priorities in support of the *Saskatchewan Plan for Growth* vision of "Increasing Saskatchewan's Competitiveness."

Tourism Saskatchewan Goal

Increase economic benefits to the province from tourism

Strategy

Market Saskatchewan's tourism experiences and stories

Key Actions

- Build on Saskatchewan's tourism brand through consistent and compelling marketing and communications initiatives to increase visitation
- Continue to apply Saskatchewan's tourism market profiles to better target visitors and increase their expenditures
- Continue to deliver targeted, branded content based on research, trends and consumer needs to more effectively target key markets
- Implement key recommendations resulting from 2016-17 content strategy

Performance Measures

Economic Indicators

Annual economic indicators, including total tourism expenditures by travellers, the number of visitors to and within the province, and the number of individuals employed in a tourism-related profession, are monitored through various sources. These measures provide an indication of the general economic performance of Saskatchewan's tourism industry.

Percentage of people who recall seeing Tourism Saskatchewan advertisements

This measure, collected through annual ad tracking surveys, indicates the overall effectiveness of the annual marketing campaign (across all media) in target markets. The target for 2017-18 is to maintain ad recall at 40 per cent from Alberta and Saskatchewan markets.

Number of social media followers

Social media is quickly becoming a preferred method by which travellers and stakeholders expect to receive information. This measure indicates the degree of interest in, and the potential marketing reach of, Tourism Saskatchewan's social media channels. The target for 2017-18 is to increase the number of followers across key social media platforms by 25 per cent.

Tourism Saskatchewan Goal

Tourism experiences meet traveller expectations

Strategy

Strengthen Saskatchewan's tourism experiences

Key Actions

- Continue delivery of recruitment, training and retention products and services that help build a strong tourism workforce
- Continue support for events that generate growth in visitor expenditures to enhance the province's reputation as an event hosting destination
- Continue assistance for operators and stakeholders to develop tourism experiences that leverage Saskatchewan's tourism brand and align with target markets
- Continue delivery of visitor information services for visitors and potential visitors to Saskatchewan to influence traveller expectations

Performance Measures

Number of people trained through Tourism Saskatchewan education and training programs

This measure indicates the total number of people who receive tourism-related training on an annual basis. Training helps to ensure travellers are met with professionalism from industry in the delivery of tourism products, services and experiences. The target for 2017-18 is to train a minimum of 5,000 participants in Tourism Saskatchewan's education and training programs.

Number of supported events which meet Event Hosting Program standards for post-event evaluation metrics

This measure indicates the number of supported events which effectively gather and use post-event tracking and performance data. An increase indicates that more event organizers have a desire to understand their target audience and continuously improve their event to better meet the preferences and expectations of their attendees.

Tourism Saskatchewan Goal

Align strategies to improve destination competitiveness

Strategy

Engage stakeholders

Key Actions

- Continue to deliver relevant information, programs and services based on research, trends and the tourism industry's needs
- Continue to cultivate effective partnerships with key tourism stakeholders to foster two-way communication and engagement
- Continue work with stakeholders and government partners to ensure an environment conducive to tourism growth

Government Goals

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

Strategic Priority in support of the Saskatchewan Plan for Growth visions: increasing Saskatchewan's competitiveness and fiscal responsibility to support growth, and in alignment with Tourism Saskatchewan's corporate values:

- Nurture a vibrant and creative organization dedicated to serving the industry and the visitor
- Empower each other and our stakeholders to be innovative and to take risks
- Work collaboratively to build effective, respectful relationships and an inclusive approach for the purpose of delivering excellent results

Tourism Saskatchewan Goal

Recruit and retain a committed and engaged workforce

Strategy

Nurture an internal culture focused on excellence

Key Actions

- Continue to foster a culture of continuous improvement and innovation based on a one-team approach
- Continue to cultivate a values-driven work environment that inspires and empowers employees
- Optimize internal information-sharing practices to enhance employee knowledge

Performance Measures

Employee engagement index number

This measure provides an overview of how Tourism Saskatchewan employees feel about their job and their workplace. It is calculated based on employees' responses to questions on the annual Tourism Saskatchewan Employee Engagement survey. The target for 2017-18 is to increase the employee engagement index from 80.2 to 82.

Highlights

Tourism Saskatchewan plans for expenditures of $16.71 million in 2017-18. This budget allows Tourism Saskatchewan to continue to fulfil its mandate to market Saskatchewan as a tourism destination, assist operators with marketing tourism products, develop and promote the quality of tourism products and experiences in the province, and provide visitor information services.

2017-18 highlights include:

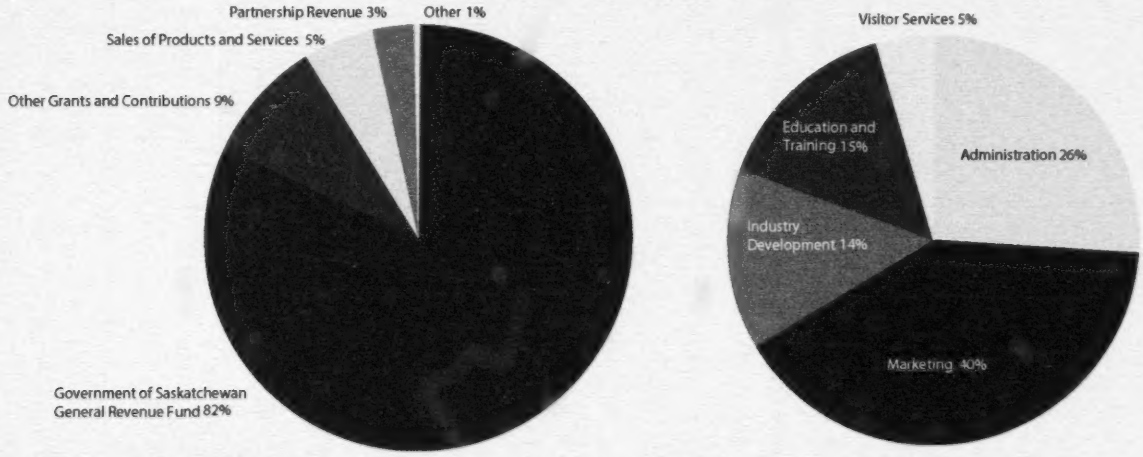
- Delivery of the third installment of advertisements under the province's new tourism brand, featuring Saskatchewan's urban experiences;
- Marketing angling in Saskatchewan to key target markets in the United States;
- Implementation of a Content Strategy that will improve customer service and amplify online presence;
- Continued development of compelling and inspirational content and stories for advertising and promotion materials, building on the province's tourism brand that was developed in 2015;
- Continued delivery of visitor information services through the channels most utilized by travellers;
- Continued support for tourism events that qualify for funding through the Event Hosting Program;
- Continued delivery of education and training programs and workshops that assist industry employee recruitment and retention;
- Delivery of targeted product development programming for tourism operators, with a continued focus in 2017-18 on online presence management and experience development.

Financial Summary

2017-18 Estimates	(in thousands of dollars)
Appropriation	$13,445
Revenue:	
Government of Saskatchewan General Revenue Fund	13,445
Other Grants and Contributions	1,510
Sales of Products and Services	869
Partnership Revenue	515
Other	71
Total Revenue	**16,410**
Expenses:	
Administration	4,347
Marketing	6,747
Industry Development	2,369
Education and Training	2,478
Visitor Services	769
Total Expenses	**16,710**
Budgeted Deficit	**(300)**
FTE Staff Complement	**74.6**

For more information, see the Budget Estimates at: http://www.saskatchewan.ca/budget

Tourism Saskatchewan Budgeted Revenue for 2017-18:



For More Information

Please visit Tourism Saskatchewan's website at http://www.tourismsaskatchewan.com